

*Hawaii State Public Library System
Strategic Plan, 2009 to 2013*

Planning Hawaii's Public Library Future



Progress Report FY '11

November 2011

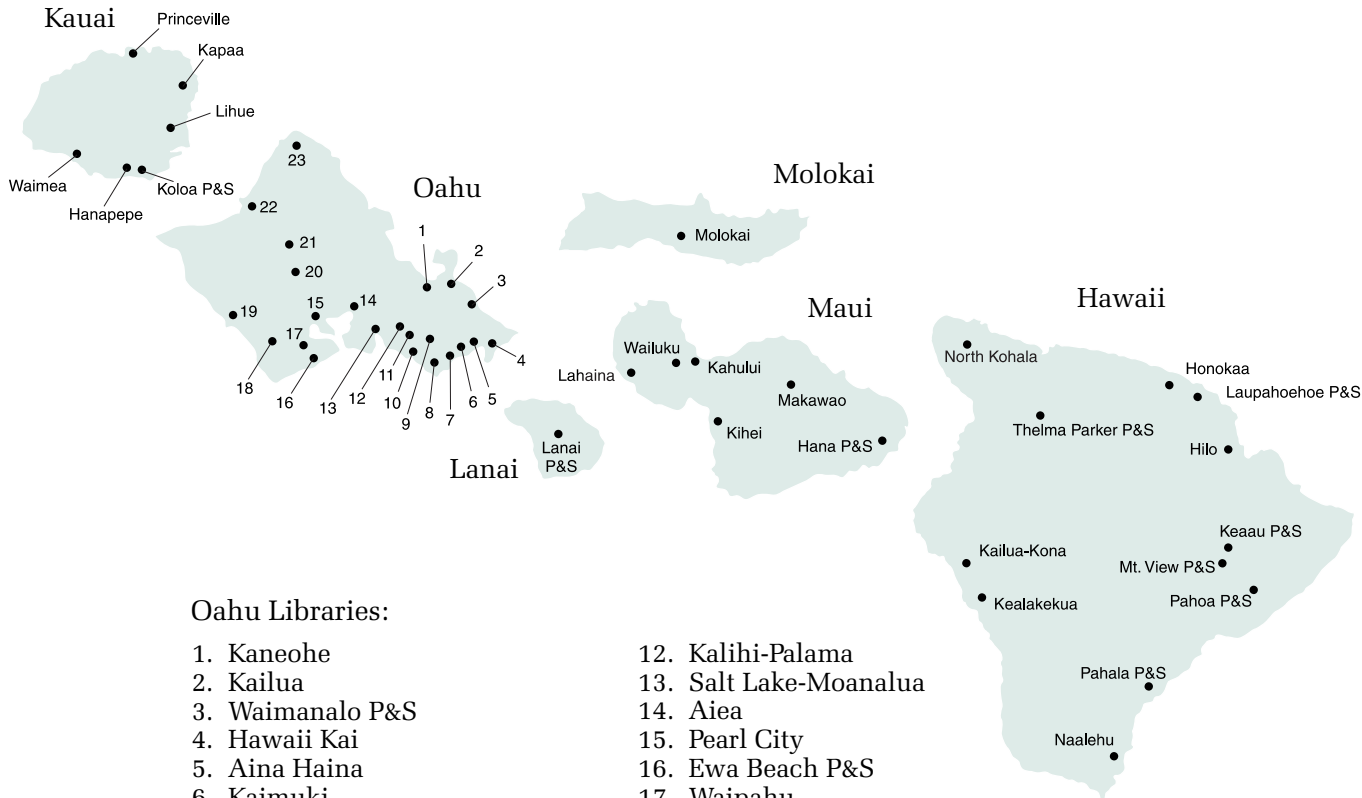


Hawaii State Public Library System

Hawaii State Board of Education
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| 9. Manoa | 21. Wahiawa |
| 10. Hawaii State Library | 22. Waialua |
| 11. Liliha | 23. Kahuku P&S |

Outcome: Uniform application of Hawaii Administrative Rules, policies and procedures system-wide

Baseline: Manuals and/or documents created or revised – 1 (Technical Services Section Manual)

	Target	Actual
2009	Manuals and/or documents created or revised – 3	4
2010	Manuals and/or documents created or revised	3
2011	Manuals and/or documents created or revised – 9	3
2013	Manuals and/or documents created or revised – 15	

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Current Context

On November 10, 2011, the Hawaii State Public Library System (HSPLS) became the first library system in the world to offer our patrons across the state access to the HSPLS HI Tech Academy, which includes the Microsoft IT Academy and Digital Literacy Program. This Academy provides free, web-based, self-paced training in more than 350 courses in the technology areas that are most needed for success in both the academic and workplace environments. All our users will be able to benefit from these courses:



Richard Burns
State Librarian

The IT Academy will benefit all of our users:

- Our **youngest users** will be able to learn the basic computing skills that will get them off to a good start as they enter the educational system;
- **Elementary school students** will be able to learn skills and abilities that will help them perform better in today's academic environment;
- For **high school students**, the American Council on Education has recommended college credit for Microsoft certifications, and more than 1,500 colleges and universities nation-wide now offer this credit;
- **Educators** will access professional development opportunities and the training and tools they need to provide students with the latest in cutting-edge instruction;
- **Unemployed** workers will be able to learn the in-demand skills that will help them compete and find employment in the current marketplace;
- **Under employed** users will learn skills to become more productive, find and keep better jobs, and advance their careers;

	Target	Actual
2013	Number of leadership and other training classes/courses with HSPLS attendance – 12 Total HSPLS employees attending – 20	

Objective:

Improve public service by developing structured standards for support staff in the application of rules, policies and procedures at the point of public contact

Strategy: Investigate various reorganization strategies to improve delivery of public services

Measure: Progress toward opening District Offices in all counties; number opened

Outcome: Realigning the establishment of the district offices to ensure increased functionality and practicality

Baseline: 2008 presented to Comm., referred to Union

	Target	Actual
2009	Approved by Committee, Full Board	All vacant positions have been frozen since 8/08 by Gov. Linda Lingle
2010		All vacant positions have been frozen since 8/08
2011	Pending governor's approval	Recruitment was approved for public service positions only
2013	1 district office opened on a neighbor island	

Strategy: Revise and develop new staff policies and procedures documentation

Measure: Type and number of manuals and documents revised

Goal 3: Continuously Improve our Ability to Meet the Needs of our Diverse Population by Providing Support and Training for HSPLS Staff

It is a privilege for HSPLS to provide the people of Hawaii with quality, professional programs, materials and services. To ensure that we continue to do this, staff members will be provided with institutional support and training as well as opportunities for continuing education and professional development.

Objective:

Explore and expand job-related training opportunities for HSPLS staff

Strategy: Encourage library staff by providing guidance, training and expanded opportunities for professional and leadership development

Measure: Number of events with HSPLS participation; number of participants

Outcome: Increase HSPLS' ability to serve our customers with trained, enthusiastic and motivated staff

Baseline: Number of leadership and other training classes/courses with HSPLS attendance – 12
Total HSPLS employees attending – 30

	Target	Actual
2009	Number of leadership and other training classes/courses with HSPLS attendance – 6 Total HSPLS employees attending – 10	5 10
2010	Number of leadership and other training classes/courses with HSPLS attendance Total HSPLS employees attending	7 12
2011	Number of leadership and other training classes/courses with HSPLS attendance – 8 Total HSPLS employees attending – 14	5 7

- **Fully employed** users will be able to learn additional job skills to become more efficient and effective at work and to position themselves to fulfill their career enhancement goals;
- Our **deployed military** personnel will be able to pursue technology training from across the globe in order to improve job performance or to prepare for entering the workplace after they leave the military;
- Our **seniors and retired patrons** will learn how to communicate with friends and families, and to lead more engaged, fulfilling lives;
- And **all our users** will be able to enhance their technology skills, enabling themselves to understand and be more active and inter-connected in today's technological environment.

We know that that the IT Academy has made significant positive impacts in schools on the mainland, with analyses showing that students participating in the IT Academy have higher GPAs, perform better on standardized tests, and show improved attendance, increased engagement in school and have higher graduation rates. As we continue to contribute to improving student achievement, we enthusiastically encourage our students, teachers, parents and all our patrons to take full advantage of the IT Academy programs now available through HSPLS.

HSPLS has also made great strides in the past year, particularly in the areas of public access to materials, programs for the public and technology.

Working with the Bill & Melinda Gates Foundation and the federal Broadband Technology Opportunity Program (BTOP), we were able to leverage funding to provide 768 public access computers in HSPLS branches throughout the state. Among these new computers are 54 ADA-accessible workstations, including computers, furniture, hardware, software and JAWS and ZoomText software to assist vision-impaired patrons. Each HSPLS library now has at least one of these accessible workstations. To help prepare for new public access and staff equipment, hardware and software, HSPLS provided staff with 107 live training sessions which were attended by 474 staff members. We have subscribed to the Webex web-based training solution, and have already begun providing staff with online and remote training opportunities.

We continue to develop remote access to HSPLS information, collections and materials and the HSPLS website is the primary means of access for most of our patrons. Unique visitors to the website (which included visitors from 167 countries and territories) increased almost 10%, total visits were up 6%, and our popular e-Reference service has fielded more queries every year, rising from 1,000 in 2009 to 2,253 in 2011, as patrons increasingly access our services and collections remotely. Our collection of purchased eBooks surpassed 15,000 items, and with the addition of free Project Gutenberg titles, now totals more than 50,000 items. For the first time our eBooks are available for Kindle users, thanks to Amazon's recent agreement with our primary eBook provider, OverDrive.

HSPLS enjoyed our most successful Summer Reading Programs ever, with 25,000 participants reading a total of 380,000 books. (Children – 17,326 registered participants, 238,311 books read (14 per reader); Teens – 3,065 registered participants, 22,216 books read (7 per reader), together with a record number of sponsors (28).

Public programs were also a highlight this year, with libraries presenting
 Children's programs: 2,006; Attendance: 78,969
 Teen programs: 241; Attendance: 7,432

We have devoted significant resources to other technology-related upgrades and improvements, including completion of offsite disaster recovery, business continuity and data replication solutions, and new email and communication systems for both external (Microsoft Exchange 2010) and internal (SharePoint) communication and collaboration. We implemented a system-wide upgrade of staff computers for the first time in more than a decade, with the purchase and installation of 597 new computers, complete with upgraded peripherals, hardware and software. And we created a HSPLS private virtual cloud which allows remote access to staff computers from any laptop or desktop computer, a virtual keyboard with capability to accommodate non-English languages, additional security, and encryption for both data and communications transmissions.

Looking Forward

We are very excited about the future development of the HSPLS HI Tech Academy, which includes the Microsoft IT Academy and Digital Literacy Program, and has the potential to transform both public education and workforce development throughout Hawaii.

	Target	Actual
2013	Collaborative meetings with other orgs – 2 annually until process is completed Number of staff attending training – 4 annually until process is completed Number of unique collections identified – 50 branches Number of branches in active planning process – 8 Number of branches with completed plans – 12	

Objective:

Support HSPLS mission and goals through representation at various local, regional and national events

Strategy: Encourage HSPLS representation at conferences and other events promoting library education and services

Measure: Number of events with HSPLS participation; number of participants

Outcome: Improved collections, programs and services based on industry best practices

Baseline: Events with HSPLS participation – 16
 Total employees attending Conferences, etc. – 29

	Target	Actual
2009	Events with HSPLS participation – 4 Total employees attending Conferences, etc. – 16	26 55
2010	Events with HSPLS participation Total employees attending Conferences, etc.	29 51
2011	Events with HSPLS participation – 4 Total employees attending Conferences, etc. – 16	24 53
2013	Events with HSPLS participation – 10 Total employees attending Conferences, etc. – 25	

Objective:

Collaborate with other organizations to develop a disaster planning process

Strategy: Plan for back-up and resource recovery processes; identification and preservation of unique and heritage collections in HSPLS; develop branch plans

Measure: Planning meetings with other agencies and organizations; identify which HSPLS locations house unique or heritage collections; number of staff attending training; number of branches developing disaster plans.

Outcome: Ensure continuation of service, resumption of service in a timely manner

Baseline: Collaborative meetings with other orgs – 1
Staff attending training – 0
Unique collections identified – 0
Branches in active planning process – 0
Branches with completed plans – 0

	Target	Actual
2009	Collaborative meetings with other orgs – 2 annually Staff attending training – 4 annually Unique collections identified - Initiate identification process Branches in active planning process – 4 Branches with completed plans – 0	0 6 0 1 0
2010	Collaborative meetings with other orgs Staff attending training Unique collections identified Branches in active planning process Branches with completed plans	0 3 6 0 1
2011	Collaborative meetings with other orgs – 2 annually Staff attending training – 4 annually Unique collections identified – 25 branches completed process Branches in active planning process – 8 Branches with completed plans – 4	0 2 6 0 1

Wireless internet access should be available in all our libraries by the summer of 2012. We are anxious to expand this service, which is currently offered at two of our branches (Kaneohe and Salt Lake-Moanalua Public libraries), as it has been one of our patrons' most frequent requests.

We are working with the Legislature to provide live streaming video of House and Senate proceedings and meetings starting with the opening of the 2012 Session. We have been working with the legislators and their staffs for more than a year to provide this service and have implemented the technology pieces necessary to provide this service for our patrons, their constituents.

Governor Abercrombie's decision to lift the hiring freeze allowed us to begin recruitment to fill our most critical vacant positions. We look forward to permanently filling many of our vacant positions, and to improving public services for Hawaii's public library patrons.

Despite staffing and funding challenges, HSPLS has made significant progress over the past year, and we look to continue that progress into the future.

Mission

The Hawaii State Board of Education revised its Mission Statement for the Hawaii State Public Library System (HSPLS) in November 2005:

Hawaii State Board of Education Mission:

The Mission of the Hawaii State Board of Education is to promote excellence and equity in public library services so that all individuals can meet their reading, information and life-long learning needs.

HSPLS Mission Statement:

The mission of the Hawaii State Public Library System is to provide Hawaii's residents, in all walks of life and at each stage of their lives, with access to education, information, programs and services, and to teach and nurture the love of reading and the habit of lifelong learning.

Goal 1: Continue to Improve Quality of and Access to Public Library Collections and Services

Library collections are changing rapidly, and our patrons are lobbying for new, faster and better all the time. It has been quite a long time since we offered only print materials. We will continue to develop our various print, digital and online collections as we monitor new media formats.

Objective:

Provide the public with access to traditional book, periodical and other physical formats while monitoring and expanding the collection of new formats

Strategy: Continue to provide our patrons collections with materials in a variety of formats

Measure: E-book statistics (collection size, circulation and turnover ratio); begin and develop a digital audiobook collection at the Library for the Blind and Physically Handicapped

Outcome: Provide the public with a balanced selection of resource materials

Baseline: E-books collection size – 10,859
Circulation – 30,654
Turnover – 2.8

	Target	Actual
2009	E-books collection size – 11,402 Circulation – 31,926 Turnover – 2.8	12,585 (15.89 % increase) 40,277* (31.39 % increase) 3.20* (14.29* % increase)
2010	E-books collection size Circulation Turnover	13,516 (7.40 % increase) 63,917 (58.69 % increase) 4.73 (47.81* % increase)
2011	E-books collection size – 12,570 Circulation – 35,825 Turnover – 2.85	15,276 (13.02 % increase) 91,154** (42.61 % increase) 5.97 (26.16 % increase)

Objective:

Incorporate environmentally friendly elements while maintaining clean, safe, inviting, comfortable, and healthy existing facilities through application of the HSPLS CIP Priority matrix.

Strategy: Incorporate a “green mentality” into library operations

Measure: Number of lighting retro-fitting projects; number of libraries reporting recycling programs; incorporate eco-friendly products on HSPLS supplies lists

Outcome: Reduce HSPLS carbon footprint; increase staff and public awareness of the need for sustainability

Baseline: Retrofitting projects completed – 2
Recycling programs – 105 (newspapers, magazines, ink cartridges, paper, cans/bottles, eyeglasses, electronics)
Eco-friendly products available – 0

	Target	Actual
2009	Retrofitting projects completed – 2 Recycling programs – 105 Eco-friendly products available – 10	17 270 4
2010	Retrofitting projects completed Recycling programs Eco-friendly products available	Completed* 318 4
2011	Retrofitting projects completed – 5 Recycling programs – 110 Eco-friendly products available – 20	Completed* 285 6
2013	Retrofitting projects completed – 10 Recycling programs – 120 Eco-friendly products available – 30	

* HSPLS completed retrofitting all 50 public libraries statewide with energy efficient electronic ballast and super T-8 lamps for all of its lighting fixtures.

Objective:

Identify community needs and aesthetics and incorporate them into the planning and design of future public libraries

Strategy: Build libraries that are suited in function and appearance to their communities

Measure: Meet LEED minimum Silver Certification; gather community input: number of community meetings held during pre-planning, planning and design phases for any new library

Outcome: Help position our libraries as community centers; community stakeholders will support their community libraries

Baseline: Number of LEED Certified Buildings, 2008 – 0
 HSPLS Admin presentations at Community Meetings – 5
 Admin meetings with Legislators – 2

	Target	Actual
2009	1 LEED Silver Certified library in HSPLS Admin presentations at Community Meetings – 3 Admin meetings with Legislators – 2	0 2 5
2010	LEED Silver Certified library in HSPLS Admin presentations at Community Meetings Admin meetings with Legislators	0 2 6
2011	2 LEED Silver Certified libraries in HSPLS Admin presentations at Community Meetings – 3 Admin meetings with Legislators – 2	0 2 3
2013	3 LEED Silver Certified libraries in HSPLS Admin presentations at Community Meetings – 3 Admin meetings with Legislators – 2	

	Target	Actual
2013	E-books collection size – 13,940 Circulation – 40,426 Turnover – 2.9	

* corrected based on updated information
 ** includes Project Gutenberg downloads

Strategy: Review materials budget allocation formula annually

Measure: Modifications to formula and specific branch materials budgets; ensure most effective distribution of scarce materials resources; percent of budget allocation to various sources

Outcome: Provide specific communities and sub-communities with the materials they need to be successful

Baseline (FY 2008 allocation formula): Baseline allocation – 10 %
 Central Purchases – 24 %
 Factor allocation – 66 %

	Target	Actual
2009	Baseline allocation – 9 % Central Purchases – 20 % Factor allocation – 71 %	0 % 6.54 % 93.46 %
2010	Baseline allocation Central Purchases Factor allocation	0 % 7.27 % 92.73 %
2011	Baseline allocation Central Purchases Factor allocation	0 % 9.17 % 90.83 %
2013	Review materials budget allocation formula annually	

Objective:

Continue to provide public access to traditional as well as electronic library services; develop and expand when feasible

Strategy: Redesign and modernize HSPLS website to allow the public to more efficiently access HSPLS materials and resources

Measure: Number of visitors, visits and page views at the HSPLS website (www.librarieshawaii.org).

Outcome: Continue to provide 24/7 access to library materials and collections

Baseline: Visits to HSPLS website – 1,160,117
 Unique visitors to HSPLS website – 431,070
 Page views – 1,794,723

	Target	Actual
2009	Visits to HSPLS website – 1,175,526 Unique visitors to HSPLS website – 435,380 Page views – 1,828,596	1,233,233 (6.30 % increase) 483,427 (12.15 % increase) 2,066,709 (15.15 % increase)
2010	Visits to HSPLS website Unique visitors to HSPLS website Page views	1,671,708 (35.55 % increase) 704,336 (45.70 % increase) 2,696,103 (30.45 % increase)
2011	Visits to HSPLS website – 1,243,564 Unique visitors to HSPLS website – 444,130 Page views – 1,909,759	1,770,837 (5.93 % increase) 772,500 (9.68 % increase) 2,862,372 (6.17 % increase)
2013	Visits to HSPLS website – 1,313,862 Unique visitors to HSPLS website – 453,056 Page views – 1,993,446	

Strategy: Monitor 24/7 Electronic Reference service

Measure: Number of questions received; questions answered by Telephone Reference staff vs. other sections or branches; percent answered within two business days

Outcome: Provide 24/7 access to library materials and collections

	Target	Actual
2009	8 sponsors, \$190,000 1,730 volunteers; 60,363 hours	11 sponsors, \$143,800 1,873 volunteers; 63,562 hours
2010	sponsors volunteers	20 sponsors, \$259,400 1,902 volunteers; 67,997 hours
2011	9 sponsors, \$195,000 1,764 volunteers; 60,873 hours	28 sponsors, \$224,932 2,085 volunteers; 109,456 hours
2013	10 sponsors, \$200,000 1,800 volunteers; 61,953 hours	

Strategy: Continuously monitor the changing tastes and interests of our communities and develop library collections, programs and services accordingly

Measure: Number of libraries stating use of specific demographic information or community analyses in collection development and/or programming (census data, other Federal statistics, community mapping, community analysis, languages spoken, etc.)

Outcome: Library managers report materials purchasing and/or programs offered are on target with community demographics and demands

Baseline: Libraries using specific demographic information – 4

	Target	Actual
2009	Libraries using specific demographic information – 8	15
2010	Libraries using specific demographic information	21
2011	Libraries using specific demographic information – 12	22
2013	Libraries using specific demographic information – 20	

Strategy: Provide our communities with creative outreach efforts in a variety of venues

Measure: Number of different organizations visited for outreach

Outcome: Promote awareness of and access to library services and reinvigorate community learning

Baseline: Outreach events – 529; estimated attendance – 24,319

	Target	Actual
2009	Events – 250 Attendance – 12,500	243 24,632
2010	Events Attendance	529 33,486
2011	Events – 300 Attendance – 15,000	186 19,193
2013	Events – 350 Attendance – 17,500	

Strategy: Engage community members and organizations to support library collections and services

Measure: Number of community programming partnerships (SRP, etc.); amount donated by community partners; number of volunteers; volunteer hours contributed to HSPLS

Outcome: HSPLS is able to provide programs and resources that would otherwise be unavailable to most community members

Baseline: New Monthly Activity Report distributed to branches, Sept. 10, 2008.
Number of community programming partnerships for system-wide programs – 8 sponsors, \$195,740 donated, FY 08
1,713 volunteers contributed a combined total of 59,853 hours

Baseline: Nov. 5, 2007 (onset of service) to June 30, 2008 (end of fiscal year):

Questions submitted – 325 (100 %)

Answered by Telephone Reference Section – 184 (57 %)

Answered by other HSL Sections or Branches – 141 (43 %)

% answered within 2 business days – 79 %

	Target	Actual
2009	Questions submitted – 650 Answered by Tel. Ref. Section – 368 Answered by other HSL Sections/Branches – 282 % answered within 2 business days – 50 %	1,028 (100 %) 645 (63 %) 383 (37 %) 79 %
2010	Questions submitted Answered by Tel. Ref. Section Answered by other HSL Sections/Branches % answered within 2 business days	1,181 (100 %) 813 (69 %) 368 (31 %) 80 %
2011	Questions submitted – 787 Answered by Tel. Ref. Section – 472 Answered by other HSL Sections/Branches – 315 % answered within 2 business days – 60 %	2,253 (100 %) 1536 (68 %) 716 (32 %) 90 %
2013	Questions submitted – 952 Answered by Tel. Ref. Section – 571 Answered by other HSL Sections/Branches – 381 % answered within 2 business days – 75 %	

Strategy: Install and monitor free public wireless internet demonstration projects in test sites located in every HSPLS library district

Measure: Number of libraries offering wireless; wireless in each district; various usage statistics; Internet users and sessions (not including wireless); wireless users and sessions

Outcome: Enable multiple means of access to HSPLS collections 24/7

Baseline: Baseline usage statistics will be compiled from wireless sites' activity in FY 2009; ESSS - 2008 wireless sites – 1
Internet users and sessions - 387,186 users / 470,964 sessions

	Target	Actual
2009	1 wireless site; onset of automated data collection In-library internet users and sessions - 405,000 users 495,000 sessions	2 wireless sites 895 wireless users / 1009 wireless sessions 387,951 users / 482,386 sessions*
2010	wireless sites wireless users/sessions In-library internet users and sessions	2 wireless sites 3,025 wireless sessions ** users/445,919 sessions
2011	7 wireless sites In-library internet users and sessions - 409,000 users (1% growth) 499,500 sessions (1% growth)	2 wireless sites 3,876*** wireless sessions ** users/484,315 sessions
2013	11 wireless sites In-library internet users and sessions - 413,000 users (1% growth) 505,000 sessions (1% growth)	

* Corrected based on updated information
 ** no user statistics due to activation of the privacy function in the Smart Access Manager (SAM) internet scheduling software.
 *** based on statistical extrapolation

Objective:

Continue to explore emerging technologies and opportunities to improve automated services. (This objective may be removed due to a lack of appropriated funds)

Strategy: Develop plans and processes to locate, select and migrate to a new Integrated Library System (ILS)

Measure: Timeline for ILS selection and implementation

Outcome: Provide a reliable, next generation automated library system

Baseline: Horizon ILS functioning in all branches

	Target	Actual
2009	RFI posted, responses received, vendor demonstrations completed	All targets achieved. Planning temporarily suspended.
2010		Planning temporarily suspended.
2011	DAGS consulted, RFP released, responses evaluated	Planning temporarily suspended.
2013	New ILS selected; planning and preparations for staff training, records migration and implementation commence	

Goal 2: Enhance the Lives of Hawaii’s Residents by Reinforcing HSPLS’ Role as an Essential Community Resource

Public libraries have an opportunity and a responsibility to improve and enrich the lives of our patrons. HSPLS branches are a valuable community resource, and in many communities are anchor tenants. We will continue to develop community networks to inform residents about our educational, informational and recreational resources, as well as our quality professional programs and services.

Objective:

Continue to expand, develop and improve relationships with community members and organizations